Management Board minutes
Monday 7 August 2017

Members and other attendees present

Paul Arnold	Deputy Chief Executive Officer
Ailsa Beaton	Non-executive Director
David Cooke	Non-executive Director
James Dipple-Johnstone	Deputy Commissioner (Operations)
Elizabeth Denham	Information Commissioner (chair)
Jane McCall	Non-executive Director
Nicola Wood	Non-executive Director
Emma Bate	Observer
Peter Bloomfield	Senior Corporate Governance Manager (secretariat)

1. Introductions and apologies

1.1.   There were apologies from Simon Entwisle and Steve Wood.

1.2.   James Dipple-Johnstone was welcomed to this, his first ICO Management Board. Emma Bate, who was shortly to begin her role of General Counsel at the ICO, was welcomed to the meeting as an observer.

2. Declaration of interests

2.1.   There were no declarations of interest.

3. Matters arising from the previous meeting

3.1.   The minutes of the last meeting had been agreed in correspondence and were presented for information.

3.2. All of the actions from the previous meeting had been cleared.

3.3. Peter Bloomfield advised that it had been decided to evaluate Board performance towards the end of the financial year using an NAO questionnaire. The Board agreed to do this by way of discussion as this was thought a useful way of properly evaluating performance for a Board with a significant number of new members.

Peter Bloomfield to add discussion of Board performance to the agenda for the May Board meeting.

3.4. The Board supported the argument for making company directors personally liable for civil monetary penalties issued against their company.

3.5. The Board considered that the re-formatting of the papers brought to it was a useful change.

4. Commissioner's introduction

4.1. The Commissioner introduced the meeting; highlighting issues that were of particular strategic importance prior to more detailed discussion in the meeting.

4.2. Issues discussed included the loss of experienced staff from key positions and the difficulty in replacing them. The need to ensure that the ICO planned the management of its workforce effectively was also highlighted.

4.3. There had been over 100 applications to the grants programme. A sift of the applications was underway.

4.4. The announcement of the new Data Protection Bill by the Government earlier in the day was welcomed.

4.5. The Commissioner advised that the ICO was now focusing resources on strategic files, ensuring high risk information rights issues were dealt with quickly.

4.6. The Commissioner also highlighted a rise in contacts with key stakeholders in the run up to GDPR.

4.7. An update was provided on the ICO Secondment Programme aimed at attracting experienced people to the ICO to assist the office during this period of change.

4.8. The ICO would be reporting on performance against its newly announced International Strategy by way of the Annual Report and also by feedback to the Board where appropriate.

4.9. Future engagement with European data protection authorities was discussed.

5. Discussion items

<u>People strategy and pay</u>

5.1.   Paul Arnold introduced a discussion on the ICO's People Strategy and pay.

5.2.   The importance of the ICO keeping productivity and efficiency under close review, as well as the corresponding need for additional staff, were discussed. Leadership capacity and capability was also discussed as a key feature of our People Strategy. The focus of the People Strategy on leadership issues was welcomed by the Board.

5.3.   The ICO has mentoring and coaching programmes in place and these needed to be supported. Non-executive Directors offered their assistance in the mentoring programme.

5.4.   The issue of pay and its link to retention and recruitment was further discussed. The Board supported the ICO's planned approach to the issues raised.

<u>Operational intake</u>

5.5.   James Dipple-Johnstone explained how the ICO was dealing with the continuing increase in casework volume and complexity; in the main data protection related. In addition to recruitment of further staff, procedures and ways of working were being revised to gain operational efficiencies. This included IT solutions in the form of improved on-line forms and the introduction of a new case management system. The aim of these initiatives was to maintain service levels and to provide additional capacity to deal with the implementation of GDPR. However, whilst the ICO was keeping pace with increased workloads there remained a risk if workloads increased again significantly. The situation would be kept under close review.

<u>Assessment of individual Non-executive Director performance</u>

5.6.   There was discussion as to the best way to review individual Non-executive Director performance in a way that ensured their independence.

Paul Arnold to arrange for discussion with NEDs before the next Board meeting and revise the proposed procedure to reflect discussion at the meeting and to report back to the next Board meeting on the matter.

<u>IT strategy</u>

5.7.   The five year IT strategy, agreed in 2015, was presented to the Board for information. The focus on

infrastructure was noted by the Board, as was the importance of efficiency as a major driver in the development of the ICO's IT.

5.8.   Paul Arnold advised that the infrastructure was key to future flexibility and expansion and that the main driver behind the IT strategy was to enable ICO staff and customers to function and engage with the ICO as efficiently as possible.

Funding

5.9.   Paul Arnold provided an update on the ICO's new funding system. This included the link with the ICO's planning process which would influence the income the ICO needed to raise in the future.

6. Risk and opportunity management

6.1.   The ICO's risk and opportunity register was presented for information.

6.2.   It was agreed to consider publication of the register at the next Audit Committee, and to review how opportunities were presented in the register.

Peter Bloomfield to ensure that the Audit Committee considered register publication at its next meeting.

7. Performance against the Information Rights Strategic Plan

7.1.   The report on performance against the Information Rights Strategic Plan was new and views were sought on the format. At the same time it was noted that further work was being done on identifying performance measures.

7.2.   The Board considered the report an improvement but noted that further development, in the form of a summary narrative, was needed to assist Board discussion.

8. Management accounts

8.1.   The June management accounts were presented to the Board.

9. Any other business

9.1.   There were no items raised.